

STRATEGIC PLAN 2021 - 2026



Cover photography by: Stephen Henderson, William Neill, Stephen Davison, Marc Quinlavin

This Strategy was developed in advance of the Covid 19 Pandemic and as such the implications of Covid 19 have not been considered within it. It is therefore likely that this may affect the timeline for some of the actions. However, this will be considered on an on-going basis by the Committee and adjustments made where required.

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INTRODUCTION - 1.0

This strategy is the first for 2&4 Wheel Motorsport Steering Group Ltd and its four constituent bodies.¹ It outlines an inspiring vision for the future of motorsport in Northern Ireland and defines how the sector can start to realise that vision, how it can address its current and future challenges and how it can build on the opportunities that can help it build an exciting, inclusive, sustainable and engaging Motorsport ecosystem for all reaping multiple social, economic, environmental and health and well-being benefits for our communities. We are a shared sport for a shared community.

For those engaged in motorsport in Northern Ireland, motorsport is in their DNA. The sport is full of committed, knowledgeable, grass roots amateur and professional motor sport enthusiasts, athletes, marshals, volunteers and spectators - all of whom have one thing in common - a passion for motorsport and a love of the thrill and community cohesive spirit that engagement in the sport can bring.

This plan focuses on five main themes - safety; development of motorsport; promoting participation and talent; governance; and improving economic and social impact. Continuously and innovatively improving the safety of the sport for competitors, volunteers and spectators is the primary focus of the strategy. We will explore the use of technology and its applications in making our sport safer. Like any other sport, motorsport requires funding, infrastructure and facilities to keep it safe and help it grow and succeed nationally and internationally. Building the capacity of the sector to collaborate with others to generate additional funding, income, media coverage and support is a priority.

Many Northern Ireland competitors, across a range of disciplines, have excelled on the national and international stage and act as role models for new and emerging young talent and ambassadors for Northern Ireland. All of these international sports people have learned their skills and honed their talent through participation in local grass roots events before embarking on a national or international motorsport career. We will ensure pathways to progression within motorsport for elite competitors are well understood

and supported, particularly for those new to the sport. Increasing and retaining participation and engagement in the sport by as diverse a group as possible is one of the priorities of this new strategy. Widening the appeal and inclusion of the sport to a new and broader audience, recruiting and retaining new talent into the sport through addressing barriers to entry to the sport, and identifying and nurturing talented young sports people early on in their career are all important. We wish to see more females, youth and those with a disability participating, benefiting from and enjoying the sport. As a grass roots sport, we are fully committed to an inclusion agenda and in making our sport more accessible to all.

Demonstrating how motorsport can contribute to the STEAM² agenda and the good relations and community safety agendas in schools and colleges is a focus of our new strategy. Motorsport has produced many world renowned engineers and sportspeople³, all of whom are role models that can inspire to this day. The expertise and skills that motorsport nurtures locally continue to provide technicians, strategists, managers and administrators who have and still work at the premier motorsport events and with the top teams and manufacturers. Motorsport has much to offer. This, we hope, will increase participation in our sport. Supporting the wide and diverse ecosystem motorsport is important. The strategy recognises the need to invest in the skills of the administrative, technical and support roles, all of whom are vital to the sustainability and success of the sport and without whom the sport would not exist. We need to recognise and appreciate this voluntary contribution to motorsport.

¹ The Association of Northern Ireland Car Clubs (ANICC); The Motorcycle Racing Association (MRA); The Motorcycle Union of Ireland Ulster Centre (MCUI UC); and The North of Ireland Karting Association (NIKA)

² STEAM education is an approach to learning that uses Science, Technology, Engineering, the Arts and Mathematics as access points for guiding student inquiry, dialogue and critical thinking.

³ This includes Rex McCandless who developed the Norton Featherbed frame, Paddy Hopkirk winning the Monte Carlo Rally, the international success of the Dunlop family, John Watson and Eddie Irvine in Formula 1 and the raft of other world class performances delivered by local competitors over the decades.

⁴ Recent successes on an international stage include Brian Reid, Jeremy McWilliams, Jonathan Rea, Kris Meeke and Colin Turkington showing that Northern



Photography by Stephen Davison

We acknowledge that we are in a very different world, where the custodianship of our planet and its natural assets is ever more important. We will focus our attention on how we can make our sport as carbon friendly as possible taking actions to promote the adoption of environmental best practice across motorsport. We wish to demonstrate our sector's leadership in this field. We will work with, among others, our worldwide governing bodies in this regard. Improving the governance of our sport and ensuring on-going alignment with that of our national and international governing bodies with whom we are affiliated will assist our sport to grow and excel.⁴ Our international governing bodies can be a key partner in many of our ambitions moving forward. We will continue to learn from our sister governing bodies in other parts of the UK and Ireland in particular on the organisation of major events and our role in helping to ensure the financial sustainability of our sport.

The report on the Economic Impact of Motorsport⁵ demonstrated that our sport contributes significantly to the Northern Ireland economy. The strategy aims to increase this economic impact through improved promotion and marketing resulting in more spectators and sponsorship and through identifying other opportunities for increasing the economic impact of the sport. We recognise that it also contributes to the social fabric of and cohesion within our communities and as such we will aim to measure this impact

alongside the economic impact on our new and exciting journey ahead.

We have the potential to contribute to the Programme for Government outcomes and those of local authorities and Sport NI. As a shared sport, we can contribute to the T:BUC⁶ agenda creating even more opportunities in the creation of a shared society in NI. We will strive to build new partnerships and collaborative projects moving forward.

We welcome and acknowledge the recent publication of the Northern Ireland Motorsport Taskforce Report published in June 2019⁷, and the report on the Economic Impact of Motorsport in Northern Ireland⁸ which has shone a light on the needs of and potential for greater inclusion and impact of our sport.

We wish to see more females, youth and those with a disability participating, benefiting from and enjoying the sport.

Ireland continues to produce contestants who can compete and win at highest levels of their chosen sport. At a national level, these are Motorsport UK and the Motorcycle Union of Ireland and at an international level, the Federation International d'Automobiles (FIA) and the Federation Internationale de Motorcyclisme (FIM)

5 <https://www.communities-ni.gov.uk/sites/default/files/publications/communities/dfc-motor-sports-report-executive-summary.pdf>

6 T:BUC - Together: Building a United Community

7 <https://www.communities-ni.gov.uk/sites/default/files/publications/communities/dfc-motor-sport-taskforce-report.pdf>

8 <https://www.communities-ni.gov.uk/sites/default/files/publications/communities/dfc-motor-sports-report-executive-summary.pdf>

ABOUT MOTORSPORT IN NORTHERN IRELAND - 2.0

Motorsport is diverse with a wide range of different disciplines for both cars and motorbikes. In Northern Ireland, the sport is governed and managed by four Governing and Co-ordinating Bodies all of which work within the regulations set down by the national and international governing bodies to which they are affiliated.

- The Association of Northern Ireland Car Clubs (ANICC);
- The Motorcycle Union of Ireland – Ulster Centre (MCUI-UC);
- The Motorcycle Racing Association (MRA); and
- The North of Ireland Karting Association (NIKA)



The 2&4 Wheel Motorsport Steering Group Limited (2&4 Wheels) was formed in 2002 as the umbrella organisation for motor sport in Northern Ireland. It brought together the four principal governing bodies / Co-ordinating bodies for motorsport in Northern Ireland. It represents the common and shared interests of the four governing bodies of regulated motor sport in Northern Ireland and liaises with government on key issues which are common to the sports.

The role of the Board of 2&4 Wheel Motorsport is to set the strategic direction for motorsport in Northern Ireland. Two directors and two alternates per Governing body/ Co-ordinating body represent these four bodies on the board of 2 & 4 Wheel Motorsport. In addition, the Board includes an independent Chairman and independent Company Secretary. In total there are ten directors and eight alternates on the Board. All four governing bodies work within the regulations set down by the national and international governing bodies to which they are affiliated. Figure 1 on page 7 demonstrates these links.



Photography by Roy Dempster

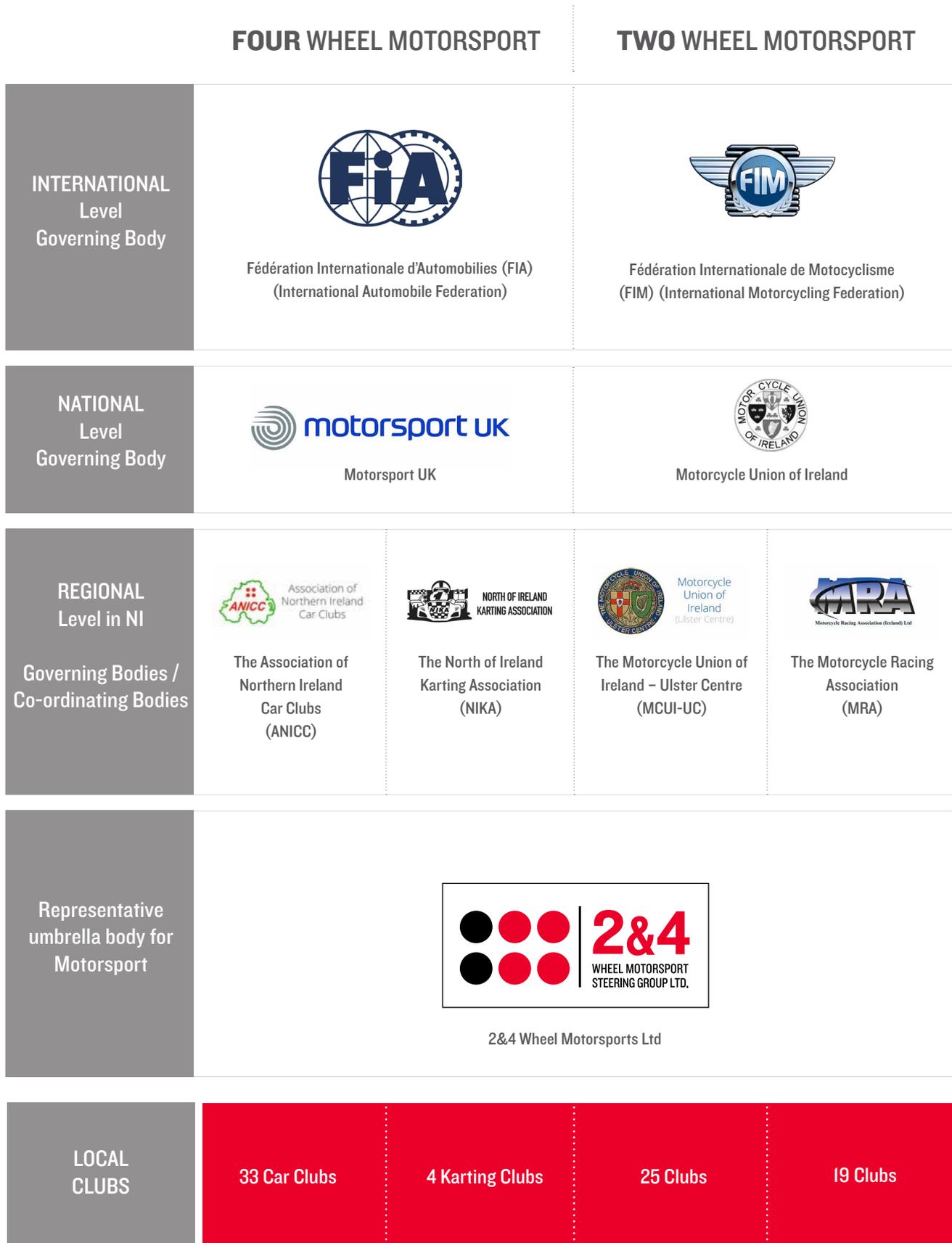


Figure I: Governance Structure of Motorsport

Northern Ireland has three permanent circuits: Kirkistown Motor Racing Circuit - Kircubbin; Nutts Corner Circuit - Crumlin; and Bishopscourt Circuit - Downpatrick.

ABOUT THE GOVERNING BODIES

ABOUT FOUR WHEEL MOTORSPORT GOVERNING BODIES



THE FÉDÉRATION INTERNATIONALE DE L'AUTOMOBILE (FIA) (INTERNATIONAL AUTOMOBILE FEDERATION)

was established in 1904. Its initial aim was to bring coherent governance and safety to motor sport. FIA promotes motor sport and safe, sustainable and accessible mobility for all road users across the world. The federation works across three key interlinked areas of activity – Sport, Campaigns and Mobility. In the realm of Mobility, the FIA aims to ensure that safe, affordable and clean systems of transport are available to all. The promotion of safe and sustainable forms of mobility has in turn led the FIA to commit to global sustainability initiatives and also to found its own major response to road safety concerns, FIA Action for Road Safety.

As the governing body of motor sport, the FIA ensures that fair, capably regulated and above all safe events are conducted in all corners of the globe. The FIA's goal is simple – to keep people moving, safely and dynamically. The FIA operates, regulates and adjudicates at hundreds of events in a huge variety of series each year. From providing regulatory expertise and an impartial sporting judicial system to the federation's recent embrace of the World Anti-Doping Agency code to combat the use of drugs in sport, the FIA is the world arbiter for motor sport.

In 2004, the FIA Institute was created to further the rapid development of new and improved safety technologies, to facilitate higher standards of education and training, and to raise awareness of safety and sustainability issues. The FIA's message is simple: 'You are in safe hands'.



MOTORSPORT UK is the national membership organisation and governing body for four-wheel motorsport in the UK, representing competitors, volunteers, clubs and fans⁹. It encompasses 720 affiliated motor clubs, 30,000 competition licence holders, 10,000 volunteer marshals, 4,000 officials and a legion of passionate motorsport spectators and fans. It issues over 5,000 event permits every year providing everyone with the opportunity to get close to the action. Motorsport UK is a not-for-profit organisation (limited by guarantee) that exists to service and grow the sport.

In 2019, the constitution of Motorsport UK was changed. As a result the Motorsport UK Board became the ultimate decision-making body in the governance of UK motorsport. This has historically been the role of the Motorsport Council, which will now become the body that informs and advises the Board on key issues affecting motorsport, helping to shape strategy and promoting the sport in the UK. The Board will be made up of a greater proportion of independent non-executive directors, in addition to the members representing the sport's direct interests¹⁰.

The Council will expand significantly to include representatives of a wider range of stakeholders, including motorsport venues, broader motorsport activities such as commercial karting and the motorsport industry in general. This will allow a greater range of views to be considered and ensure the governing body better reflects the whole sport.

⁹ Its vision is a nation inspired by the past, present and future of our shared passion for motorsport. A sport that thrives on our world-leading expertise in motorsport technology, our competitive spirit and our deep community roots. Its mission is to inspire and enable more people to participate in our sport in a safe, fair, fun, inclusive and progressive environment. To use our reach and influence to create a sustainable future for our sport. It has four pillars of investment: Member and Club Development: Ensuring that we attract new participants, helping clubs grow their membership and have the systems to deliver



THE FÉDÉRATION INTERNATIONALE DE MOTOCYCLISME (FIM) (INTERNATIONAL MOTORCYCLING FEDERATION)

was founded in 1904, in the rooms of the restaurant Ledoyen in Paris, under the name of Fédération Internationale des Clubs Motocyclistes.

It consists of 111 national affiliated members - National Motorcycle Federations (FMN). The Motorcycle Union of Ireland is an affiliated Federation.

The Board of Directors is composed of: President; Deputy President; One Vice-President; Four Members of the Board; Six Presidents of Continental Unions.

The Executive Board is composed of the President, the Deputy President, the Vice-President and a CONU President representing the Continental Unions. The Chief Executive Officer is a member of the Board of Directors and the Executive Board without voting rights. The Board of Directors meets four times per year. The President and the Members of the Board are elected by the General Assembly (four year mandates). The 2 Vice-Presidents are appointed by the Board and the Deputy President is proposed by the President.

Motorcycling sport is run, at FIM World Championships and Prizes level, in six different disciplines namely - Road Racing; Motocross; Trials; Enduro; The Cross-Country Rallies; Track Racing. All this represents a total of 59 FIM World Championships and Prizes.



THE MOTOR CYCLE UNION OF IRELAND (MCUI) is the overall governing body and consists of the Motorcycling Ireland, the Motor Cycle Union of Ireland (Ulster Centre) Limited, the Motor Cycle Racing Association (Ireland) Limited (the MRA) and any such Centre's or Bodies as may from time to time be formed.

The jurisdiction of the Southern Centre covers the Provinces of Leinster, Munster and Connaught and that of the Ulster Centre and MRA, the Province of Ulster.

The Motor Cycle Union of Ireland Ulster Centre controls Road Racing, Short Circuits and Trials. The MRA controls Motocross, Grass Tracks, Super Motos and Enduros. The Union delegates the management of its affairs to Sporting Commissions representing: A/ Road Race; B/ Short Circuits; C/ Motocross and Enduro; D/ Trials; E/ Touring; F/ Veteran and Vintage; and G/ Medical Panel.

The Motorcycling Union of Ireland is an affiliate member of FIM.

ABOUT THE GOVERNING BODIES

ABOUT TWO WHEEL MOTORSPORT GOVERNING BODIES



THE ASSOCIATION OF NORTHERN IRELAND CAR CLUBS (ANICC) is affiliated to Motorsport UK (formerly the Motor Sports Association or MSA). ANICC coordinates Car Racing and Rallying, Autotest, Hillclimbs and Trials, Sprints, Cross Country and Navigation. It applies the rules and processes set by the Motorsport UK.

It has 33 clubs comprising 3,790 members and 1,435 competition licence holders and runs approximately 162 competitions per annum.

The ANICC aims to harmonise and assemble the dates, to promote the Northern Ireland Championships, to liaise with its own and other Governing bodies of the sport and with Government Departments, Sports Councils, the Lottery Fund and other sources of grant aid. It aims to provide assistance and guidance to all its clubs and competitors in promoting its sport.

THE ANICC Council consists of elected ANICC Officers (of which there are eight), Northern Ireland Championship Coordinators, individual ANICC Specialist Committee Chairmen and current members of Motorsport UK Specialist Committees, together with former ANICC Officers and former Motorsport UK Specialist Committee members, who should serve on the ANICC Council for at least two years following retirement. It currently has three Specialist Committees (SCs) - Autotest SC; Race and Speed Events SC; Stage Rally SC.



THE MOTORCYCLE UNION OF IRELAND - ULSTER CENTRE (MCUI UC) is the governing body responsible for Road Racing, Short Circuits and Trials within the nine counties of Ulster and was founded on the 9th January 1903. Its objectives are to make and administer rules to govern and control the sport and pastime of motorcycling; to promote motorcycling in its different forms; to protect and safe-guard members of the Union as far as possible in the exercise of all their legal rights as motorists; and to protect the interests of Irish Motorcyclists by entering into relations with the governing bodies of motorcycling in other countries.

The MCUI UC is affiliated through the MCUI to the FIM, and subsequently are signed up to World Anti-Doping Agency (WADA) protocols for Anti-Doping regulations, and has a full range of policies in place for Safeguarding, Equal Opportunities, Social Media, etc.

The Motorcycle Union of Ireland - Ulster Centre consists of 25 affiliated clubs/bodies which, together with a number of appointed officials, form the Council of the Centre. It has approximately 1,200 members. It has 400 competitive licence holders and runs approximately 31 events per annum. The Business of the Centre is conducted by a number of specialist committees appointed by the Council at the Annual General Meeting.



THE NORTH OF IRELAND KARTING ASSOCIATION (NIKA) organises karting in Northern Ireland, applying the rules and processes set by the Motorsport UK. It is affiliated to Motorsport UK.

It has four member clubs, along with 200 affiliated members and 150 competition holders. It runs approximately 21 events per annum. These are: 500 Motor Racing Club of Ireland; Bishopscourt Kart Club; Coleraine & District Motor Club; Ulster Karting Club.

Its primary role is to co-ordinate race dates between clubs; organise the Northern Ireland Karting Championships; issue race numbers for all events in Northern Ireland; maintain consistent rules at all clubs, under the approval of Motorsport UK; liaise with external bodies to secure funding; and represent Northern Ireland karting as part of the Motorsport UK Regional Kart Committee.



THE MOTORCYCLE RACING ASSOCIATION IRELAND LTD. (MRA) is the governing body responsible for the promotion of Motocross, Enduro, Grass Tracks, Quadcross, Sidecarcross and Supermoto events in Ulster.

The Association consists of 19 affiliated Clubs covering all nine Counties of Ulster, with around 1100 members and just over 700 competition licence holders, promoting around 85 events annually for Youth and Adults. Youth competitions include motocross & Quad Championships and recently introduced Youth Sidecarcross events. With Adult Championships and races for Adult Solo, Adult Quads, Supermoto, Enduro and Sidecarcross events.

MRA Clubs also host British Championship events as well as Ulster and Irish Championship events which are widely recognised as the best in their respective series, and MRA riders compete at the highest level in the British, European and World stage.

MRA has developed a new Coaching strategy, and is affiliated through the MCUI to the FIM, and subsequently are signed up to WADA protocols for Anti-Doping regulations, and additionally have a full range of policies in place for Safeguarding, Equality & Diversity, Conflict of Interest, Complaints & Disciplinary policies, etc.

The sport is governed locally with monthly association meetings open to delegates from all nineteen affiliated Clubs. In addition a newly introduced General Sporting Committee made up from one member of each Promoting Club and this Committee meets as required to discuss Youth and Adult event matters. The MRA are also partners with Motorcycling Ireland to govern Irish Championship events and select Teams for the various International Team events, the Solo Motocross of Nations, Quadcross, & Sidecarcross of Nations as well as the Under 21 Competition the Coupe de l'Avenir and the Classic of Nations.

The Motocross tracks used in Ulster used by MRA are Desertmartin, Laurelbank in Saintfield, Seaforde in Downpatrick, Tinkerhill in Newry, Tandragee, Claudy in Londonderry and Loughbrickland in Co Down.

BENEFITS OF ENGAGEMENT IN MOTORSPORT - 3.0

There are many benefits to engagement in motorsport. These link to many of the outcomes outlined within the Draft Programme for Government 2016-21 (PFG). Those to which our sport can contribute include:

- PFG Outcome 1. We prosper through a strong, competitive, regionally balanced economy
- PFG Outcome 4. We enjoy long, healthy, active lives
- PFG Outcome 5. We are an innovative, creative society where people can fulfil their potential
- PFG Outcome 7. We have a safe community where we respect the law and each other
- PFG Outcome 9. We are a shared, welcoming and confident society that respects diversity
- PFG Outcome 10. We have created a place where people want to live and work, to visit and invest

Our strategy has identified a number of actions which will assist us to contribute to the achievement of these outcomes. We aim to build new relationships and partnerships with both central and local government, with Sport NI and others in moving our strategy forward.



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Photography by Neil Biggerstaff

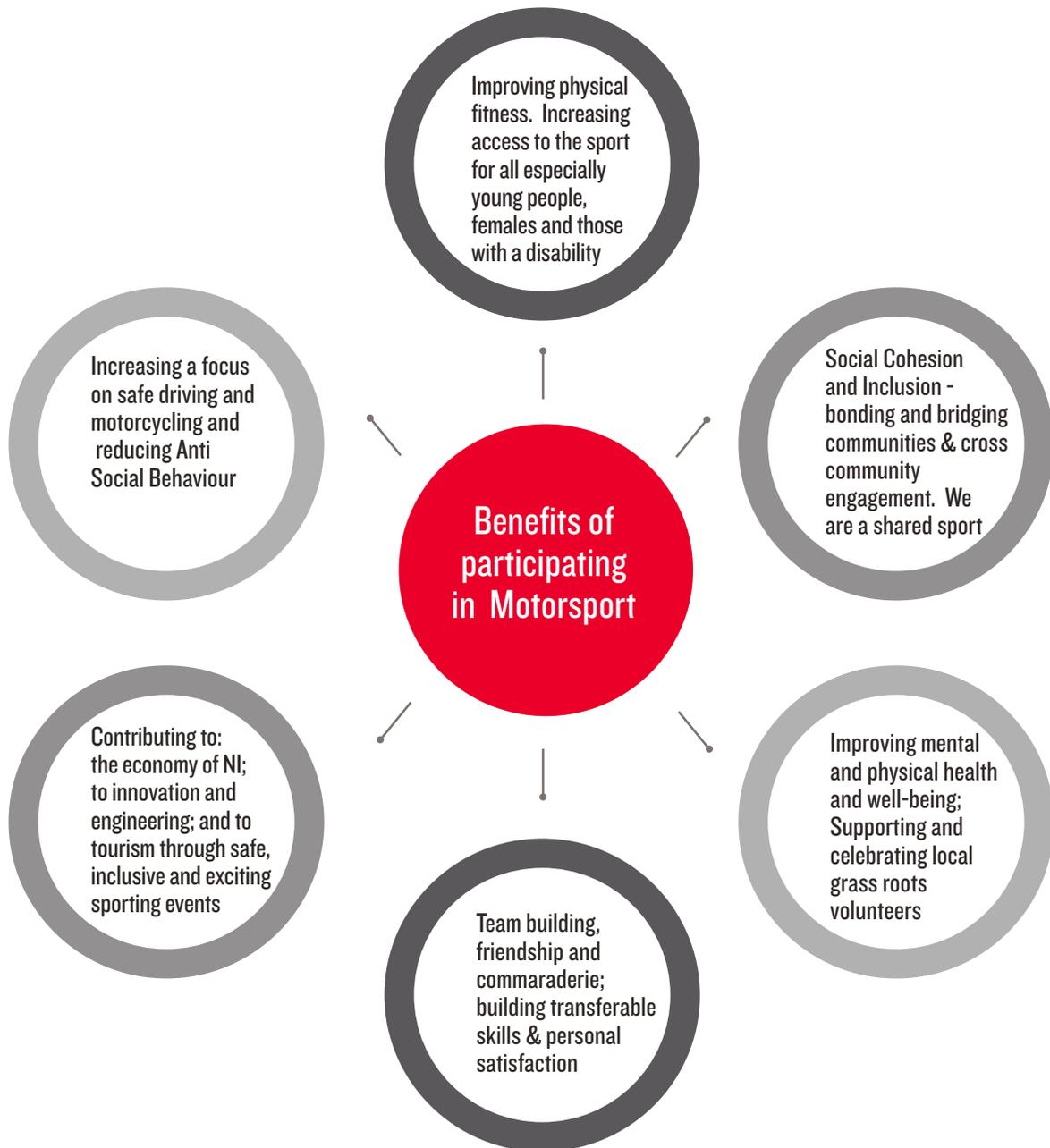


Figure 2: Benefits of participating in Motorsport

KEY CHARACTERISTICS ABOUT MOTOR SPORT IN NORTHERN IRELAND - 4.0

The Governing Bodies have around 80 affiliated clubs with membership numbering in the region of 6,000. There are approximately 4,000 active members involved in four-wheel motorsport, with the remaining members involved with motorbike racing - the two wheel version of the sport. While the active membership of clubs is modest, the sport attracts a lot of motorsport enthusiasts who are not involved in a specific club. This is evident not only at the major motorcycle events, which attract tens of thousands of spectators and receive significant international media coverage, but also at the numerous local events.

Number of Members, clubs and competition licences per GB in NI in 2017

In 2017...	4 Wheel Motorsport		2 Wheel Motorsport		TOTAL
	ANICC	NIKA	MCUI	MRA	
# of Members	3,790	200	1,200	900	6,090
# of Clubs	33	4	25	18	80
# of Competition Licences	1,435	150	400	700	2,685

- 80 affiliated clubs
- 4 governing and co-ordinating bodies - ANICC; NIKA; MCUI-UC; and MRA
- 6,090 active members - majority male
 - ANICC and MCUI-UC - half members are under 40
 - NIKA - half members are under 18
 - MRA - one third members are under 18
- 2,685 competition holders across the sport
- Average spend per annum by each member between £7,000 and £10,000
- Cost of entry can be high
- Volunteers provide support, encouragement, logistics, and coaching to local enthusiasts; who fund raise and who administer the sport locally (some nationally and internationally)
- It is estimated that the gross economic impact from motor sports in Northern Ireland could be around £100 million¹¹ (see Figure 2)
 - It is estimated that expenditure by motorsport participants was around £58m in 2017



Photograph by Maurice Montgomery

¹¹ Executive Summary of the Report to the Motorsport Taskforce on the Economic Impact of Motorsport in Northern Ireland

Estimated expenditure by Motorsport Participants in NI 2017

In 2017...	4 Wheel Motorsport		2 Wheel Motorsport		TOTAL
	ANICC	NIKA	MCUI	MRA	
Estimated Expenditure by participants	£38m	£3.3m	£12m	£5m	£58.3m

- In 2017, the total economic impact from the two major motorcycle racing events, the NW 200 and the Ulster Grand Prix in Northern Ireland was £30 million (total spend from event expenditure for the NW200 and UGP in 2017 was £10.24 million and the promotional impact for the two events was estimated at £20 million).
- In 2017 the economic value of the minor events was £17.3m across 319 minor events - costs met through fees, member contributions, admission charges, advertising and sponsorship. The number of events and the impact of these per sports is outlined in the table below¹².

Estimated Economic Value of Minor Events 2017 in NI¹³ (Ref Economic Impact of Motorsport Report 2018)

In 2017...	4 Wheel Motorsport		2 Wheel Motorsport		TOTAL
	ANICC	NIKA	MCUI	MRA	
# of Events	162	21	31	105	319
Estimated Other Events Impact £m	£4.28m	£0.54m	£7.38m	£5.10m	£17.3m

- Social benefits - development of marketable skills in participants, support staff and volunteers; a sense of community involvement and pride; and an enhanced international reputation for NI
- Hidden costs - injuries or fatalities through Motorsport
- In the five financial years up to 2018/19, a total of £1.5million was committed by Tourism NI to motorsport events.
- Significant in kind support from local Councils, Department for Infrastructure, Police Service of Northern Ireland (PSNI) and emergency services which are not currently charged to Motorsport
- The Department for Communities has provided £715,000 of funding to improve safety and facilities at motorsports venues since 2016

Figure 3: Gross Annual Economic Impact of Motorsport in NI (ref Economic Impact of Motorsport Report 2018, DfC)

Gross Annual Economic Impact - £100 million approximately

Made up of:



Annual Supply Chain Spend
£58 million



Major Motorsport Events
£10 million



Other Motorsport Events
£15 million



Promotional Benefit to Northern Ireland
£20 million

¹² It should be noted that although these are minor events, many are national and international events.

¹³ <https://www.communities-ni.gov.uk/sites/default/files/publications/communities/dfc-motor-sports-report-executive-summary.pdf>

SCOT ANALYSIS OF MOTORSPORT IN NORTHERN IRELAND - 5.0

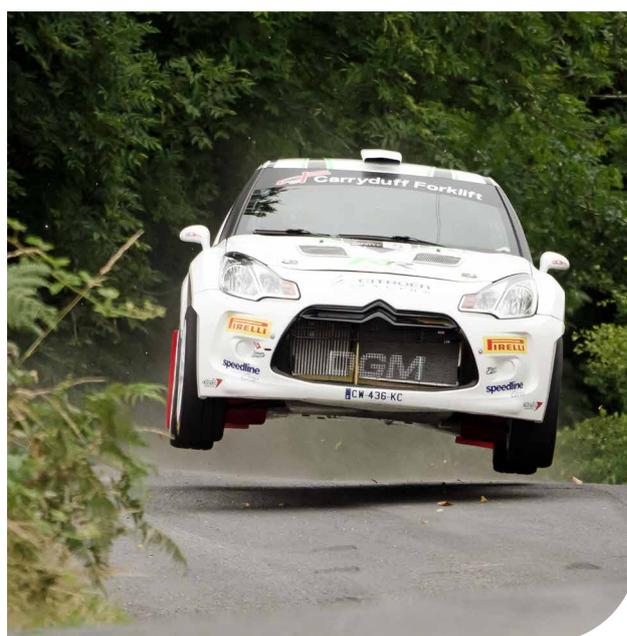
The following is a summary of the strengths and challenges for Motorsport in Northern Ireland and the opportunities and threats which it faces in moving forward.

Strengths

- Large grassroots network of clubs across all four disciplines (c.80 clubs)
- Locally based and grown
- Contributing to the economy of NI
- Two large spectator events - Ulster Grand Prix and NW 200
- Significant economic and social impact of the sport (c. £100m per annum)
- Contributes to tourism
- Welcoming & shared sport
- Dedicated & enthusiastic volunteers
- The road based nature of the sport
- Over 6,000 active members
- Four active governing bodies
- Enjoyed by people from all community backgrounds & income brackets
- Good cross community engagement
- Good Motocross tracks
- Over 320 events run every year (regional, national, EU & International)
- Long history and heritage of the sport including many inventors
- Many World champions
- Represented at FIM and FIA at World level & on National GBs
- Many benefits to participation including - physical, mental health and well-being; social engagement community involvement, social cohesion; personal satisfaction, team building, friendships; confidence building; equality of opportunity
- Charity work undertaken by clubs
- Developing engineering and other skills
- Skills development of both competitors and volunteers - transferable skills
- Contributes to a reduction in Anti- Social Behaviour (ASB)
- Contributes to safe driving and cycling



Photography by Marc Quinlavin



Photography by Roy Dempster



Photography by Malcolm Beattie

Challenges

- NI's best kept secret – c.6 events every week-lack of awareness of where and for whom
- Lack of a collegiate approach to the sport's development
- Broadening the attraction for novices
- Value of engagement in the sport not fully understood
- The increasingly important environmental lobby
- The increased focus on e-cars and e-motorbikes
- Costs of engaging in the sport can be high
- Older volunteers and reducing number of volunteers - overstretched and not valued enough
- Not sufficient Clerks of the Courses
- Insurance costs are high
- The cost of continued improvements required to ensure the safety of competitors and spectators
- Reducing number of competitors
- The sport is invisible to many - entry points not clear
- No Academy in Northern Ireland
- Lack of coaching framework for the sport
- Progression routes for the sport not fully understood
- Little use of technology in safety planning
- Pathways to careers and support - not joined up, understood or connected to other sport pathways
- External forces - adverse weather, accidents, fatalities
- Diversity within the sport- more participation by females, youth and those with a disability required
- Need for a programme of continuous development to build the expertise and capability of clubs, events and the Governing Bodies to secure the sport's future
- Little focus on succession planning
- Insular approach by some clubs
- Transparency could be improved
- Web sites need updated
- Generating sufficient income from revenue streams
- Uncertainty around issues including road closure costs
- Lack of coordinated support from government
- PR and media coverage not optimised - lack of interactive fan engagement
- Adequately addressing conflicts of interest
- Training for new members of the governing bodies

Opportunities

- Identify funding and investment opportunities (e.g. Motorsport UK/ FIA grants, central & local government & trusts e.g. Sport NI, DfC, TEO, DOJ, PEACE funding) - For Coaching; Facilities; Safety; Engagement, Participation; capacity building
- Build on the cross community nature of the sport
- Using motorsport to encourage responsible driving and riding
- Use technology to improve safety planning and practices
 - Risk assessments, Event safety planning & multi-agency planning
- Sustain and underpin the existing economic impact of motorsport
 - Maximise the commercial potential of events
 - CPD for athletes, officials and volunteers
 - Developing local supply chain for motorsport
 - Developing a structured approach to exporting motorsport goods & services
- Promoting motorsport tourism
- More targeted promotion of NI motorsports by Event Promoters, GBs/ CBs etc. e.g. Clustering a series of related events; interdisciplinary web site of all motorsport events in NI; more media coverage to a worldwide audience
- Host a world championship event
- Environment - Helping members to promote the adoption of environmental best practice
- Improve and widen participation in the sport
 - Use technology to engage more young people; expand the fan base
 - Offer local, affordable, entry level opportunities/ tasters
 - Live streaming & interactive fan engagement
- Build on the FIA and FIMs initiatives to enhance the engagement of women in the sport
 - Girls on Track- Karting Challenge; Women in engineering
 - FI in schools - STEM challenge; FIA Womens Drivers Academy
 - FIM - The Commission for Women in Motorcycling
- Growth of Digital Motorsport
 - Take advantage of the rise in simulation of the sport
- Promoting collaboration, joint services & joint purchasing of equipment
- Collaboration between 2& 4 wheels and the 4 governing bodies / co-ordinating bodies with relevant central and local government departments, Voluntary sector and the private sector
 - For events, safety, participation, marketing, commercialisation
- Take advantage in the rise in e-cars and sustainable car and bike racing
 - Develop emerging opportunities around digital technologies, robotics, electrification and automation technologies
 - Examine SMART Cities concept for NI
- Partnerships with Universities, FE colleges, private sector
- Learn from and collaborate with other sports governing bodies
- Improve governance of the sport
- Work more collegiately for the collective benefit of the sport
- Learn and collaborate with other governing bodies on functions
- Seek alignment with the UK Code for Sports Governance for all GBs/ CBs

Lack of buy in to a collegiate vision for the sport by clubs and the need for change

Threats

- Weather
- Changes in attitude to the environment and pollution by the public
- Seen as a polluting sport
- Cost of fuel
- Safety - a major accident could significantly change perceptions
- Seen as male dominated
- Cost of insurance
- Barriers to entry for new competitors
- Track erosion and lack of investment in roads
- The rising cost of insurance
- Planning permission can be a barrier
- Cost of machinery
- Cost of safety equipment
- Noise legislation
- Perception that motorsport is dangerous
- Changing way in which young people engage in sport
- The more sedentary lifestyle of younger people – mobile devices are a competitor for their time
- Not investing in our talented young athletes
- Not having an Academy for the Sport
- Lack of buy in to a collegiate vision for the sport by clubs and the need for change
- Brexit
- Not embracing new technologies and social media
- Focusing on facilities and capital and not on our athletes



Photography by Stephen Davison

OUR VISION, MISSION AND VALUES FOR MOTORSPORT 2030 - 6.0

OUR VISION FOR MOTORSPORT

Motorsport in Northern Ireland is renowned and respected nationally and internationally, both for the talent of its competitors and for the professionalism and safety of organisation of its events.

Motorsport in Northern Ireland consists of a range of distinct disciplines which

- Are viable and sustainable through members' contributions and fees, advertising and sponsorship etc.;
- Are accessible, contemporary and appeal to a wide range of people and families of all ages;
- Are safe for participants, spectators and the general public;
- Are fun, enjoyable and engaging for spectators and challenging, thrilling and fair for enthusiasts and competitors; and
- Contribute to the Northern Ireland economy directly and by generating favourable coverage of Northern Ireland at local, national and international levels.

2&4 Wheel Motorsport is recognised by Government as the leading authority on all things Motorsport in NI.

Motorsport in Northern Ireland has clear pathways to support the growth of local talent through to higher levels of competition both in Northern Ireland and in Great Britain and internationally.

A network of appreciated volunteers supports club activity across Northern Ireland, providing training and advice, applying safety standards and administering the sport. Clubs and Governing Bodies are able to draw upon the expertise and knowledge they require to deliver their activities in a professional and transparent manner with appropriate governance and accountability arrangements. Volunteering is recognised, appreciated and supported for its contribution to our sport.

Motorsport in Northern Ireland supports safe use of cars, bikes, quads etc. both on and off roads and works with government agencies, local councils, local businesses, schools, youth and community groups to educate the public about motorsport and the significant benefits of participation in the sport. Motorsport in Northern Ireland demonstrates its social and community responsibility by working to make motorsport a socially inclusive activity available to all communities.

Motorsport in Northern Ireland has always been synonymous with innovation and entrepreneurship. We acknowledge the technological improvements that will undoubtedly change the face of our sport in years to come and will work with our members to embrace this change. We will endeavour to become a leading player in motorsport technology in partnership with our universities and others. We recognise the environmental challenges which the sport faces and have welcomed this challenge through the development of collaborative initiatives with key private, public and community sector partners, striving towards a sustainable and carbon neutral sport by 2035.

We are ambitious and will aspire to hosting at least one World event every couple of years.

2&4 Wheel Motorsport and its Governing Bodies and Co-ordinating Bodies will work collaboratively with Sport NI, relevant central and local government departments, and others including the FIA and FIM with the common purpose of a creating safe, sustainable, inclusive and economically viable future for motorsport in Northern Ireland.



Photography by David Nelson



Photography by John Kerr

OUR MISSION

The Mission or purpose of 2&4 Wheel Motorsport is outlined below.

2&4 Wheel Motorsport provides leadership to the Motorsport Sector in Northern Ireland. It sets the collective strategic direction for Motorsport in Northern Ireland and the communication thereof; represents the common and shared interest of motorsport; coordinates joint initiatives with Governing Bodies; and liaises with government and others on key issues common to all sports.

OUR VALUES

Our values outline how 2&4 Wheel Motorsport and its four member organisations do things and how we all maintain a professional and customer focused approach to everything we do.



Photography by Bill Swan

Leadership

We are passionate about our sport; the inspiring direction which we have set for our sport will make sure we embrace new ideas and challenges to make our sport the best it can be and attractive to all.

Safety

We will invest in the safety our sport for our competitors, officials and spectators and hold it as our primary priority.

Excellence and Professionalism

We will continue to make improvements in all aspects of our motorsport; we will continue to invest in our athletes, officials and volunteers providing them with clear training and pathways to be the best that they can be.

Sportsmanship & Respect

We encourage fair, disciplined, resilient, generous and respectful behaviour in all aspects of our sport.

Integrity

We are accountable, transparent, honest & fair in our governance, our rule making & our decisions.

Innovative

We will introduce new ways of doing things in our sport, reflective of emerging challenges & technologies.

Teamwork and Partnership Working

We acknowledge and embrace the opportunities that working in partnership as 2&4 Wheel Motorsport brings to our sport as well as the value of collaborating with other stakeholders both inside and outside of our sport. We are stronger together.

Inclusiveness

Our sport continues to attract people from all community backgrounds and abilities, irrespective of their age, gender, disability, race, ethnic origin, creed, colour, social status or sexual orientation. All have a genuine and equal opportunity to participate in motorsport at all levels and in all roles. We will identify mechanisms to reduce barriers to entry to our sport.

Inspirational and Fun

We will showcase our sport and talent to provide inspiration to new participants and identify ways to address barriers to entry to our sport. We will use modern channels to communicate our successes.

Unique

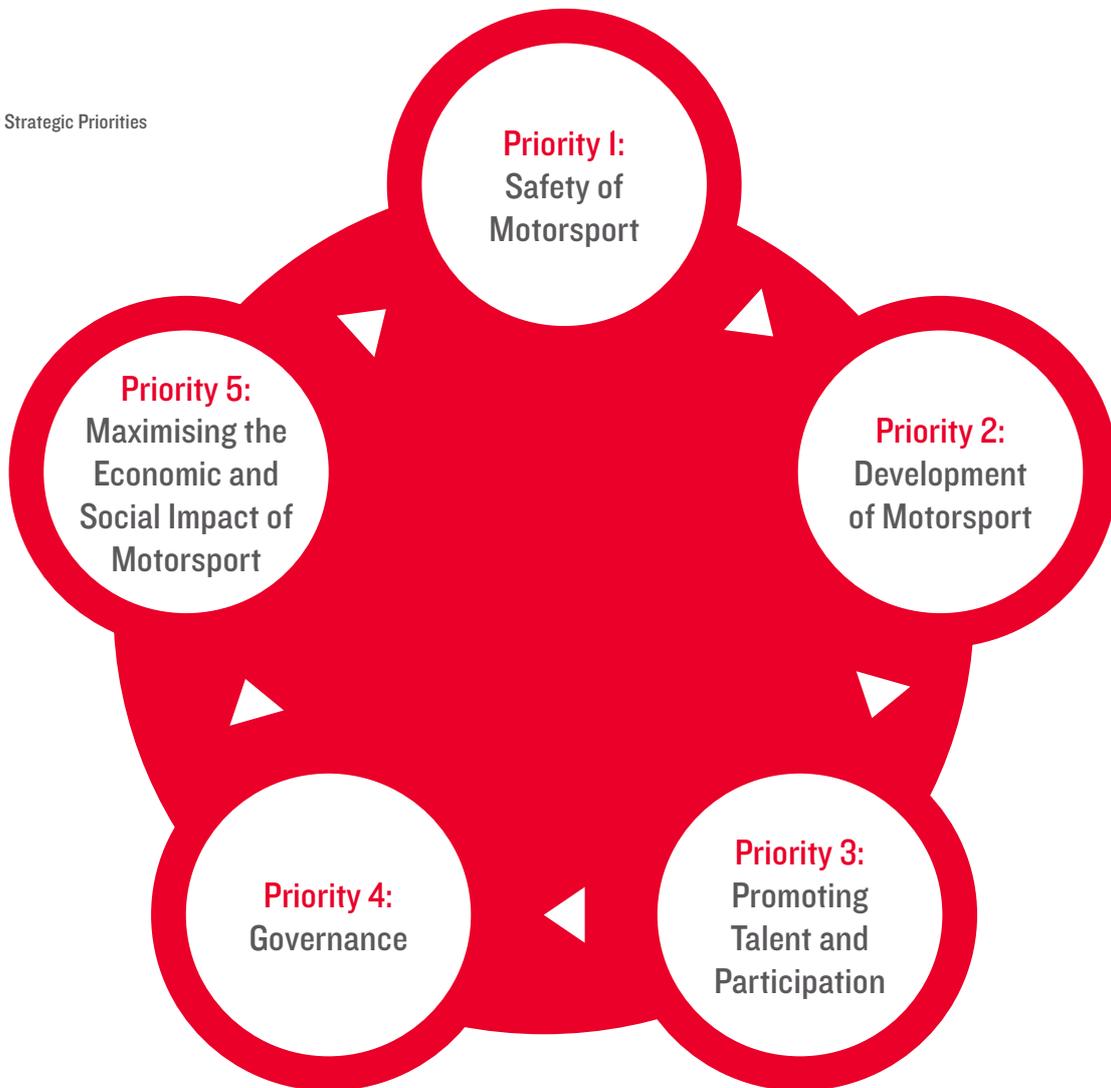
We take pride in the heritage and unique aspects of our sport and events in Northern Ireland (in particular the road based nature of some of our sporting events). We acknowledge the importance of branding and selling this uniqueness while focusing on their safety.

Sustainability

We will take a fresh look at how we sustain our sport into the future through a mixed approach to our income generation to include fees, member contributions, admission charges, advertising, sponsorship, fundraising, grants and new income streams.

OUR STRATEGIC PRIORITIES - 7.0

Figure 4: Our Strategic Priorities



A summary of our Strategy Actions is outlined in Appendix 2.

PRIORITY I

SAFETY OF MOTORSPORT

Aim: To continue to invest in the safety of Motorsport for competitors, officials, marshals, volunteers, emergency responders, spectators, the media and the general public and ensure that everyone recognises their role in keeping our sport safe.

Background:

Safety is our number one priority.

The safety of competitors, officials, marshals, volunteers, emergency responders, spectators, the media and the general public must remain the top priority for the Governing Bodies, government Departments, Councils and other public bodies which are involved with motorsport.

Government support to motorsport, other than support to particular events, should continue to focus on raising standards of safety.

It is also important to continue to support positive role models of motorsport participants and to work with communities to reduce improper and reckless use of cars and bikes on the public road and off road.

Safe facilities are essential to encourage participation in and the sustainability of our four motorsport disciplines. We will aim to identify additional / alternative circuits/ venues/ facilities and update existing venues where possible.



Photography by Malcolm Beattie



Photography by Patrick McCullough

Actions and Outcomes:

Priority I: Safety of Motorsport

Goals	Indicative Actions	Lead	When	Outcomes
I.1: The safety of competitors, officials, volunteers, spectators and the general public will remain the top priority for the Governing Bodies in partnership with Government Departments, Councils and other public bodies which are involved with motorsport	<ul style="list-style-type: none"> I.1.1: Promote a multi-agency strategic planning approach for safety in conjunction with government departments, governing bodies, the FIA, FIM, Motorsport UK, MCUI, Auto-Cycle Union and other key public and private stakeholders I.1.2: Develop a stakeholder map and a stakeholder engagement plan I.1.3: Research and investigate how technology could be used to improve safety (e.g. using satellite imagery and tracking devices on cars and motorbikes to help plan; linked to planning events, recording incidents, reporting incidents and predicting - reducing the risk) 	2&4 Wheel	Year 1 on	<p>More joined up approach to motorsport safety by government agencies, funders and Governing Bodies</p> <p>Reduction in insurance premiums</p> <p>More interactive race incident management systems leading to reduced risk at races and improved information for planning purposes</p>
I.2: Safety must remain top priority for all - safety is everyone's business	<ul style="list-style-type: none"> I.2.1: GBs to develop safety plans for tracks and events over the next 2 -5 years based on emerging technologies and latest safety thinking I.2.2: Update handbooks as required on safety guidelines I.2.3: GBs/ CBs to focus on enforcement of existing safety practices I.2.4: Train more Clerks of the Courses for each GB - Succession planning I.2.5: Offer on going safety training & develop a continuous improvement & enforcement plan around existing safety practices and measures I.2.6: Offer on line training courses for competitors and marshals emergency responders, administrators and volunteers for all those trained more than three years ago 	GBs/ CBs	Year 2	<p>Reduction in reported incidents at events by each GB</p> <p>Safer races</p> <p>Greater respect among riders for club officials and rules</p>
		GBs/ CBs	Year 2	
		GBs/ CBs	Year 1 on	
		GBs/ CBs	Year 2 on	Increase in number of Clerks of the Course across each of the GBs/ CBs
		GBs/ CBs	Year 1 on	<p>Safer racing and more competent officials and volunteers</p> <p>Greater respect among riders for club officials and rules</p>

Priority I: Safety of Motorsport

Goals	Indicative Actions	Lead	When	Outcomes
	<ul style="list-style-type: none"> I.2.7: Host track safety days 	2&4 Wheel	Year 1 on	Reduction in number of incidents
	<ul style="list-style-type: none"> I.2.8: Identify physical improvements required to the infrastructure of circuits to reduce potential hazards. Link with Dfl on same. 	2&4 Wheel	Year 2 on	Improved infrastructure for the sport Safer races
	<ul style="list-style-type: none"> I.2.9: Support clubs to update existing venues where possible and help overcome any barriers that they may face in so doing 	Dfl, 2&4 Wheel	Year 2 on	
	<ul style="list-style-type: none"> I.2.10: Improve methods of messaging competitors, spectators and the general public, again using more interactive mechanisms 	GBs/ CBs	Year 2 on	Greater awareness of the importance of adhering to safety messages and rules
I.3: Promote positive role models of motorsport participants and work with communities to reduce reckless and unsafe use of cars and bikes on and off road	<ul style="list-style-type: none"> I.3.1: Build on existing DoJ funded projects linked to safe driving practice and identify next steps I.3.2: Make applications to relevant central and local government or Trust based funding opportunities e.g. TEO TBUC, DoJ, PCSPs, CRC, Peace funding, DfC, Council Community Services/ GR¹⁴/ Sport. seek some external mentor support for same I.3.3: Identify and seek other sources of funding from private sector - giving back to the sport under Corporate Social Responsibility (CSR). Liaise with FIA/ FIM on same.¹⁵ 	2&4 Wheel	Year 2 on	Reduction in number of reckless and unsafe driving incidents off roads across NI Reduction in Anti –Social Behaviour in target areas

¹⁴ TEO = The Executive Office; TBUC: Together Building an United Community Strategy of TEO; DoJ= THE Department of Justice; PCSPs= Policing and community safety Partnership - located in all Local Councils; CRC= Community Relations Council; DfC= Department for Communities; GR = Good Relations Programme within Councils

¹⁵ <https://www.fia.com/action-environment> - re strategies on strengthening Motorsports reputation as a leader of global sustainability agenda

Priority I: Safety of Motorsport

Goals	Indicative Actions	Lead	When	Outcomes
	<ul style="list-style-type: none"> 1.3.4: Discuss with relevant government departments how to reduce red tape and how to build the capacity of the sector to engage in such opportunities 	2&4 Wheel	Year 1 on	Improved applications
1.4: Safe and accessible facilities are essential to encourage participation in and the sustainability of motorsport	<ul style="list-style-type: none"> 1.4.1: Undertake a feasibility study and work strategically with government bodies and local councils to identify additional / alternative circuits / venues/ facilities for motorsport with a view to making the sport safer and more accessible 	2&4 Wheel	Year 3 on	Safer racing and increased participation in the sport



Photography by Stephen Davison

PRIORITY 2

DEVELOPMENT OF MOTORSPORT

Aim: To continue to develop the capacity of 2&4 Wheel Motorsports Group and its affiliated Governing Bodies, Co-ordinating bodies and clubs with a view to helping build the safety, success and sustainability of Motorsport. We recognise that the ecosystem of our sport is wide and varied and requires skills development at a range of levels which we will identify and seek to support through this plan.

Background:

The 2&4 Wheel Motorsport Group, Governing Bodies and Co-ordinating Bodies will work together to maximise their own capacity and that of Motorsport Clubs to generate funding, maximise media coverage and attract new followers to events. 2&4 Wheel Motorsport Group will work with Sport NI and central and local government to support achievement of these objectives, drawing on their experience of working with other sporting bodies.

We recognise that there are a number of barriers to entry to our sport and that perceptions about our sport are in many cases ill-founded. We will focus on marketing motorsports to a broader audience, through for example the collaborative development and delivery of a schools programme involving entry level competitions and motorsport experiences, such as short course events with low cost entry requirements.

Our Governing Bodies and Co-ordinating Bodies will aim to work with Sport NI and Tourism NI alongside other central and local government departments (e.g. Councils, DfC, EA, DFI, Invest NI) to explore options for a new partnership model for the delivery of major motorsport events with a focus on maximising the economic impact of our events and addressing some of the hazards we face, some of which we cannot predict including the weather.

Actions and Outcomes:

Priority 2: Development of Motorsport

Goals	Indicative Actions	Lead	When	Outcomes
2.1: Work to build the capacity of 2&4 Wheel and the four Governing Bodies through support from external bodies	<ul style="list-style-type: none"> 2.1.1: Define all elements of the ecosystem of motorsport 	2&4 Wheel with GBs/ CBs	Year 1	Increased capacity of GBs/ CBs
	<ul style="list-style-type: none"> 2.1.2: Undertake a Training Needs Analysis (TNA) of each GB and their directors and develop action plan (on all aspects of running the sport from safety to PR) 	2&4 Wheel with GBs/ CBs	Year 1	
	<ul style="list-style-type: none"> 2.1.3: Undertake same process with all 80 clubs 	2&4 Wheel with GBs/ CBs	Year 2 on	
	<ul style="list-style-type: none"> 2.1.4: Seek funding for and roll out a capacity building programme for GBs/ CBs and the 80 clubs based on results of TNA - in small groups 	2&4 Wheel with GBs/ CBs	Year 2 on	
	<ul style="list-style-type: none"> 2.1.5: Set up an inter-sport peer mentor programme for senior and junior members of GBs/ CBs and the Clubs 	2&4 Wheel with GBs/ CBs	Year 2 on	
	<ul style="list-style-type: none"> 2.1.6: Organise a series of relevant masterclasses in key areas 	2&4 Wheel	Year 2 on	
	<ul style="list-style-type: none"> 2.1.7: Seek funding for and develop a documentary on Motorsport in NI 	2&4 Wheel	Year 3-5	
2.2: Market motorsports to a broader audience	<ul style="list-style-type: none"> 2.2.1: Identify a high profile local ambassador for each sport 	GBs/ CBs	Year 2	Collegiate approach by the sport
	<ul style="list-style-type: none"> 2.2.2: Develop a youth engagement plan for Motorsport using new technologies - co-design with young people 	2&4 Wheel/ Local councils	Year 3 on	Increased coverage on TV and radio of all aspects of Motorsport
	<ul style="list-style-type: none"> 2.2.3: Promote greater engagement in digital motorsport 	2&4 Wheel	Year 2 on	Increased followers on Facebook and Twitter and hits on web sites
	<ul style="list-style-type: none"> 2.2.4: Upgrade all web sites and Facebooks; train personnel; develop interactive content e.g. real time event streaming 	2&4 Wheel & GBs/ CBs	Year 2 on	Increase in numbers of spectators at events (and online)

Priority 2: Development of Motorsport

Goals	Indicative Actions	Lead	When	Outcomes
	<ul style="list-style-type: none"> 2.2.5: Set up a Collaborative Schools Outreach Programme Working Group with the EA, DE (FE Sector - e.g. SW College) & 3 or 4 Post Primary Schools with a focus on the STEAM agenda¹⁶ and the role of Motorsport in same (looking at all aspects of the ecosystem of motorsport - PR Media; engineering; Sports; ICT and interactive technologies; robotics; electrical engineering for e-cars; sales and marketing) and seek external funding for same 	2&4 Wheel	Year 2 on	<p>Increased awareness of the value of motorsport to NI</p> <p>Greater relevance of motorsport to young people</p> <p>Increase number of participants</p>
	<ul style="list-style-type: none"> 2.2.6: Establish some entry level low cost entry competitions / taster events/ motorsport experiences 	GBs/ CBs	Year 2 on	More new entrants to the sport
2.3 Governing Bodies & Coordinating Bodies should work with Government bodies and their ALBs to explore the development of an agreed partnership model for the delivery of the major motorsport events	<ul style="list-style-type: none"> 2.3.1: Lead on the establishment of a Task and Finish Group comprising 2&4 wheels, the 4 GBs and invite DfC, Sport NI, Tourism NI & Invest NI to explore the development of a partnership model for major sporting events and the roles and responsibilities that each body could perform - with a view to developing a 3-5 year action plan 	2&4 Wheel & GBs/ CBs	Year 2-3	<p>Collegiate approach to planning events across all disciplines</p> <p>Partnership model for major events developed</p> <p>Greater collaboration and coordination of events leading to improved revenue streams for the sport</p>
	<ul style="list-style-type: none"> 2.3.2: Clarify different terms used in motorsport for different types of events under the four disciplines (e.g. A World event; A major event; A minor event; An International event; A national event; A local event) and how better promotion of a series of minor events could be transformed into a major event series for NI 2.3.3: Investigate ways with perhaps the private sector of attracting more spectators to events and increasing engagement with the fan base of all four sports 	2&4 Wheel & GBs/ CBs	Year 1	<p>More events that attract visitors for longer in NI</p>

PRIORITY 3

PROMOTING TALENT AND PARTICIPATION

Aim: To increase participation and broaden the pool of talent available at all levels of motorsport. We recognise that the future success of Northern Ireland motorsport is dependent on promoting participation at grassroots events, identifying potential at a young age, clearly articulating performance pathways for progression and signposting and developing and supporting that talent to be the best that it can be across the Motorsport ecosystem.

Background:

2&4 Wheel and the four Governing Bodies and Co-ordinating bodies have placed the promotion of talent and participation at the heart of the new strategy – drawing on the experience of other regions and other sports. We have created many champions over the years across all of our disciplines but the pathways to success need to be more transparent and understood to newcomers to the sport. Each of our Governing Bodies and Co-ordinating Bodies will build on existing published pathways, making them more visible to new and existing entrants to the sport¹⁷. Where these are not currently available, we will set out clearly the pathways to progression through our sports to ensure that athletes in their sports are aware of the skills and competencies needed and can engage in activities required to progress safely and to realise their full potential in Motorsport.



Photography by Graham Balham-Curry

¹⁷ Motorsport UK for instance has an officials pathway and a competitors pathway.

PRIORITY 3

We will explore with Sport NI, the Sports Institute NI and our national Governing Bodies whether and how a Motorsport Academy for off track activities to advance talent in our sport could be established in Northern Ireland and – if appropriate – which forms of support could be provided.

We recognise that many people in Northern Ireland have never participated in our sport nor have they been a spectator at one of our events. We wish to address this by giving all people the opportunity to participate in our sport. We are committed to increasing engagement of females, young people and those with a disability in our sport as competitors, officials, managers, engineers and mechanics. We will promote female participation through the media, the promotion of role models and through working with key stakeholders groups. We will develop social and education programmes, with a link to the STEAM agenda, in order to promote greater participation of females, youth and those with a disability in motorsport. We will be guided by international best practice^{18 19}. We need to ensure that motorsport is viewed by all as a shared world of equal opportunities.

We need to understand how to increase participation and as such we will explore the following concept and issues with Sport NI and others within central and local government, the community and voluntary sector and the private sector.

- We will explore best practice examples of engagement between motorsport organisations and local communities and how best to form strategic partnerships between motorsport organisations, local communities and businesses;
- Current support arrangements for volunteers in motorsport and ensure they are well trained and supported and feel valued and appreciated for their contribution to our sport. Without volunteers and their grass roots support in administrative, technical, safety and other support roles our sport would not succeed.
- The reasons for the low level of participation of motorsport organisations in the various funding and development schemes for sporting organisations operated by Councils, and by other funders with a view to increasing our success in funding bids.

¹⁸ We will link for instance with the Women in Motorsport Commission, established in 2009. An example of this is the FIA European Young Women Programme and the Girls on Track Karting Challenge - <https://www.fia.com/thegirlsontrack>; or the Engineer Your Career -- A world of Opportunity in Motorsport aimed at encouraging girls to take up engineering as a career. <https://www.fia.com/women-engineering>;

¹⁹ <http://www.fim-live.com/en/beyond-sport/topic/women/>

Actions and Outcomes:

Priority 3: Promoting Talent and Participation

Goals	Indicative Actions	Lead	When	Outcomes
<p>3.1 Governing Bodies will place promotion of talent and participation at the heart of their new strategic approach to the development of their sports – drawing on the experience of other regions and other sports. Governing Bodies will set out clearly the pathways to progression through their sports to ensure that athletes in their sports have the skills and competencies needed to progress safely and to realise their full potential.</p>	<ul style="list-style-type: none"> 3.1.1: Seek to establish a Task and Finish Group to explore how other governing bodies promote & nurture talent and participation in their sports. Invite SNI and SINI to participate 	2&4 Wheel	Year 2	<p>Pathways for athletes published on 2&4 and GB web sites</p> <p>Pathways for other skilled personnel published on 2&4 and GB web sites</p> <p>Increase in number of new participants into the sport by year 3</p>
	<ul style="list-style-type: none"> 3.1.2: Each GB to map and publish existing or new Performance Pathways for Athletes outlining the skills and competencies needed to progress safely and realise their full potential across each of the four disciplines (e.g. Physical fitness - strength and conditioning; Psychology; Diet and nutrition; Specific motorsports skills per discipline; Preparing for the next level - PR and media training) 	2&4 Wheel with GBs/ CBs	Year 1	
	<ul style="list-style-type: none"> 3.1.3: Pull together information on the GB protocols to identify and develop talented individuals from the earliest stages of their careers that currently exist for each sport 	2&4 Wheel with GBs/ CBs	Year 1	
	<ul style="list-style-type: none"> 3.1.4: Develop / update protocols as required to identify and articulate pathways/ progression routes for talented individuals 			
	<ul style="list-style-type: none"> 3.1.5: Place on 2&4 Wheel & GB websites 			
	<ul style="list-style-type: none"> 3.1.6: Governing bodies to map and publish Pathways for other skilled personnel to progress in the sector and realise their full potential e.g. administrative, technical and support roles 	2&4 Wheel with GBs/ CBs	Year 2 on	

Priority 3: Promoting Talent and Participation

Goals	Indicative Actions	Lead	When	Outcomes
3.2 Determine whether and how to deliver a Motorsport Academy and the services which might be provided	<ul style="list-style-type: none"> 3.2.1: Visit other Motorsport Academies in other parts of the EU and seek funding for same 	2&4 Wheel	Year 1	Greater awareness of the gaps in terms of what a motorsports Academy could do
	<ul style="list-style-type: none"> 3.2.2: Identify gaps in NI and opportunities 	2&4 Wheel	Year 1	
	<ul style="list-style-type: none"> 3.2.3: Commission a feasibility study on the establishment of a Motorsport Academy in Northern Ireland and seek funding for same. Liaise with SNI and SINI on same. Seek external resources 	2&4 Wheel - external consultant	Year 2-3	Feasibility study on Motorsport Academy for NI undertaken by end year 2
	<ul style="list-style-type: none"> 3.2.4: Explore how a collaborative approach could be taken with other sports in NI to help address some of the gaps 	2&4 Wheel - external consultant	Year 2-3	
3.3 Explore with and support the Governing Bodies in relation to	<ul style="list-style-type: none"> 3.3.1: Seek a named person within Sport NI with whom 2&4 Wheel can liaise 	2&4 Wheel SNI	Year 1	Improved working relationship with key stakeholders
	<ul style="list-style-type: none"> developing engagement with local communities and exploring linkages with schools/colleges and businesses to widen participation in motorsport; supporting volunteering and understanding the low level of participation of motorsport organisations in the various funding and development schemes for sporting organisations operated by Councils and by Sport NI and others 	Developing best practice examples of engagement <ul style="list-style-type: none"> 3.3.2: Develop a pilot community engagement programme with clubs with support from key voluntary stakeholders, businesses & relevant government bodies and seek funding for same e.g. <ul style="list-style-type: none"> Seek female ambassadors to promote sport to target groups. Focus on Getting more females, into the sport^{20, 21 22} Getting more young people into the sport Getting more people with a disability into the sport Develop affordable lower cost events for people who wish to try the sport for the first time Explore the concept of shared ownership of bikes/ cars for young people 	2&4 Wheel, GBs/ CBs, External support	Year 2 on

20 See Motorsport Ireland concept - <http://motorsportireland.com/UsefullInfo/GoGirlsKarting.aspx>

21 See FIA Concept - <https://www.fia.com/women-engineering>

22 See FIM - <http://www.fim-live.com/en/beyond-sport/topic/women/>



Photography by Stephen Davison

Priority 3: Promoting Talent and Participation

Goals	Indicative Actions	Lead	When	Outcomes
	<ul style="list-style-type: none"> • “Get into Motorsport” campaign in local schools and communities - track days or trials²³ • Engage with local businesses under their CSR²⁴ remits to promote participation - e.g. car or bike dealers, petrol stations, insurance brokers, banks • “Invite a friend” initiative 			
	<p>Supporting Volunteers</p> <ul style="list-style-type: none"> • 3.3.3: Meet with Volunteer Now and benchmark how other sports have recruited volunteers²⁵ to help develop a programme to support and maintain existing volunteers; recruit new volunteers; develop succession plans for all GBs/ CBs 	<p>2&4 Wheel, GBs/ CBs</p> <p>External support</p>	Years 3-5	<p>Increase in the number and range of volunteers engaged in the sport</p> <p>Increase in appreciation felt by volunteers</p> <p>Increased skills among volunteers</p>
	<ul style="list-style-type: none"> • 3.3.4: Meet Sport NI to discuss how to make its governing body support more bespoke for the Motorsport sector in a rapidly changing marketplace 	2&4 Wheel, GBs/ CBs	Years 2-3	
	<ul style="list-style-type: none"> • 3.3.5: Meet SNI to discuss the development of a Motorsport Club Development Programme (Include ISO 9001) and seek funding for same 	2&4 Wheel, GBs/ CBs	Years 2-3	

²³ http://motorsportireland.com/Training/IntroToMotorsport_rallying.aspx

²⁴ Corporate Social Responsibility

²⁵ See GAA Example - <https://www.gaa.ie/api/pdfs/image/upload/tkgfjngxqukyhcsid2l.pdf>

Priority 3: Promoting Talent and Participation

Goals	Indicative Actions	Lead	When	Outcomes
	<p>Research on the low level of participation of motorsport organisations in the various funding and development schemes</p> <ul style="list-style-type: none"> 3.3.6 Using the funders database, undertake a review over the last three years of the number of applications from motorsport clubs and governing bodies & success of same 3.3.7 Support clubs to make applications 3.3.8 Encourage reduction in bureaucracy by funders – plain English 3.3.9 Encourage collaborative opportunities across the GBs/ CBs and 2&4W for funding and seek funding for same. Seek innovative opportunities for same (e.g. FIA's Innovation Fund²⁶- ideally placed for some of the innovative actions within this strategy or TEOs Central Good Relations Programme²⁷, ideal for building good relations linked to the shared community aspect of the sport) & FIA Sports Grant²⁸ 	<p>2&4 Wheel, GBs/ CBs</p> <p>External support</p>	<p>Year 2 on</p>	<p>More applications for funding by GBs/ CBs and their clubs to existing funding programmes</p> <p>More opportunities for people to engage in the sport Increased awareness of the value of motorsport in contributing to other outcomes</p>



Photography by Jim McGann



Photography by Stephen Davison

²⁶ <https://www.fia.com/fia-innovation-fund>

²⁷ <https://www.executiveoffice-ni.gov.uk/articles/central-good-relations-fund>

²⁸ <https://www.fia.com/fia-sport-grant-programme>

PRIORITY 4

GOVERNANCE

Aim: To improve the governance of our sport and the skills and competencies of the volunteers in our Governing Bodies and clubs.

Background:

We understand that the four Governing Bodies involved in Motorsport have primary responsibility for the development and safety of their sports. We recognise the many challenges faced by our sport none less than the increased focus on the environment and the move towards a more electric based motorsport sector.

The primary responsibility for the development of each form of motorsport in Northern Ireland falls to its Governing Body, which is responsible to its member clubs and works within the framework of regulations set down by the national and international bodies to which it is affiliated.²⁹

Each Governing Body will develop and publish a clear strategy for the development of their sport setting out the opportunities and challenges it faces, actions to realise the opportunities and address the challenges and targets for the development of its motorsport discipline.

This 2&4 Wheel Motorsport Group strategic plan will guide the development of the Governing Body Strategies and aim to address those issues which are a concern of all motorsports and those which can best be dealt with by a collaborative approach.

2&4 Wheel Motorsport and its Governing Bodies & Co-ordinating Bodies will aim to liaise and work collaboratively with DfC, Sport NI, Tourism NI, Councils and others including the FIA and FIM with the common purpose of a creating safe, sustainable, inclusive and economically viable future for motorsport in Northern Ireland.

Further research will be undertaken on how best Governing Bodies can improve the viability of Motorsport.

Active and well networked and managed clubs are essential for the growth of our sport. We need to support our clubs through our Governing Bodies to be as efficient, effective and sustainable as possible. We will develop initiatives to support them.

29 The Fédération Internationale de l'Automobile (FIA) (International) and Motorsport UK (National) and The Fédération Internationale de Motocyclisme (FIM) (International) and The Motor Cycling Union of Ireland (National)

Priority 4: Governance

Goals	Indicative Actions	Lead	When	Outcomes	
4.1 The Governing Bodies have primary responsibility for the development and safety of their sports.	<ul style="list-style-type: none"> 4.1.1: Each Governing Body / Co-ordinating Body to host Safety Lessons Learning Workshops each year and disseminate learning more widely to officials and volunteers so that all can learn 	2&4 Wheel & GBs/ CBs	Year 1 on & ongoing	Greater awareness and lessons learnt from incidents at races	
	<ul style="list-style-type: none"> 4.1.2: Seek funding for and undertake an audit of all motorsport existing tracks and venues and including consultation with the motorsport community to: <ul style="list-style-type: none"> Identify demand and need Identify gaps 	2&4 Wheel	Year 1	Greater awareness of new or enhanced facilities needed to develop the sport	
	<ul style="list-style-type: none"> Identify how technology can help safety planning 	2&4 Wheel	Year 2		
	<ul style="list-style-type: none"> Develop Facilities Action Plan Explore investment sources 	2&4 Wheel	Year 2-3		
		<ul style="list-style-type: none"> Liaise with government on strategic way forward, funding options, planning etc 	2&4 Wheel	Year 2-3	
	4.2 The 2&4 Wheel Motorsport Group to develop a strategic plan to address those issues which are a concern of all motorsports and those which can best be dealt with by a collaborative	<ul style="list-style-type: none"> 4.2.1: 2&4 Wheel Motorsport to develop a 3-5 year strategy by March 2020 and lead in its delivery <ul style="list-style-type: none"> Raise profile and position of motorsport in Northern Ireland's sporting ecosystem; leading on the delivery of the strategy's priorities; coordinating joint initiatives as relevant to the GBs/ CBs; Provide leadership in helping the sport's Governing Bodies to embrace the necessary changes to grow <ul style="list-style-type: none"> Consult members annually via online survey 	2&4 Wheel	Year 1	Strategic direction agreed and 2&4 Wheels plan in place Plans reviewed each year Increased collaboration and partnership working across the 2&4 Wheels motorsport sector on issues of common concern
		<ul style="list-style-type: none"> 4.2.2: Seek a number of new non-executive independent board members for 2&4 Wheel Motorsport. Seek changes to constitution if required 	2&4 Wheel	Year 1	Lead on environmental best practice

Priority 4: Governance

Goals	Indicative Actions	Lead	When	Outcomes
	<ul style="list-style-type: none"> 4.2.4: Lead discussions with the GBs/ CBs on how motorsport in NI can start to adopt environmental best practice and link with International GBs on same³⁰. Develop an environmental policy 	2&4 Wheel	Years 2-5	
	<ul style="list-style-type: none"> 4.2.5: 2&4 Wheel Motorsport to meet every month to deliver strategy 	2&4 Wheel	Year 1 & on-going	
	<ul style="list-style-type: none"> 4.2.6: Undertake a review of governance of 2&4 Wheel Motorsport Group and the 4 GBs/ CBs with appropriate training and support to upgrade governance across all 5 organisations in line with the most recent 2017 UK Governance Code for Sport³¹ and the NI code of Good Governance for the Voluntary and Community Sector³². Areas for consideration include: <ul style="list-style-type: none"> • Codesign new set of rules • Review voting rights of alternates and proxies • Review communication mechanisms of those who sit on national and international GBs • Conflicts of interest • Seek some external support for same • Review of roles and responsibilities and support thereof 	2&4 Wheel with GBs/ CBs	Year 1-2	2&4 Wheel and GBs/ CBs Leading by Example with good transparent governance mechanisms in place
	<ul style="list-style-type: none"> 4.2.7: Investigate the concept of developing a new governance toolkit for Motorsport GBs/ CBs and clubs (benchmark and seek guidance from other sports)^{33,34} 	2&4 Wheel	Year 2	Good transparent governance mechanisms in place
	<ul style="list-style-type: none"> 4.2.8: 2&4 to seek external funding to <ul style="list-style-type: none"> • employ a Development Officer and some Admin Support to assist with strategy implementation • seek a development budget to undertake key activities in year 1-5 	2&4 Wheel	Year 1 on	<p>Development officer and admin support in place by mid-2020</p> <p>Development budget in place by mid-2020</p>

30 E.g. See FIA Action for Environment programmes

31 <https://www.uk-sport.gov.uk/resources/governance-code>

32 <https://www.diycommitteeguide.org/introducing-code>

33 See Ulster Rugby example - <https://www.ulsterrugby.com/rugby-in-ulster/rugby-development/resources/running-your-club/>

34 <https://ulster.gaa.ie/wp-content/uploads/2015/03/Club-Maith-Tool-Kit-2015-V2-1.pdf>

Priority 4: Governance

Goals	Indicative Actions	Lead	When	Outcomes
4.3 Each Governing Body should develop and publish a strategic plan for the development of their sport	<ul style="list-style-type: none"> 4.3.1: Each Governing Body should develop a 3-5 year strategy in line with 2&4 strategy and a yearly action plan by Dec 2020 <ul style="list-style-type: none"> Focus on supporting existing & attracting new athletes, helping clubs grow membership, support their volunteers & deliver a valued membership experience 	2&4 Wheel & GBs/ CBs	Year 1-2	Strategic direction agreed and GB plans in place Plans reviewed each year
	<ul style="list-style-type: none"> 4.3.2: Each GB to consult members annually via online survey 			
	<ul style="list-style-type: none"> 4.3.3: Consider applying to the FIA Sport Grant Programme through Motorsport UK with the aim of strengthening motorsport in NI³⁵ 			
	<ul style="list-style-type: none"> 4.3.4: Each GB to develop a succession plan to assist in preparing new batches of officials; volunteers and committees 	2&4 Wheel & GBs/ CBs	Year 2-5	More sustainable approach to governance of motorsport
	<ul style="list-style-type: none"> 4.3.5: Establish a youth committee for each GB to learn the skills of running committees and decision making and with specific remits on using new technologies and the environment - recruiting from non-traditional motorsport backgrounds 			
	<ul style="list-style-type: none"> 4.3.6: Develop a “buddy scheme” for younger volunteers to shadow older volunteers and officials to “learn the tools of the trade” 			
	<ul style="list-style-type: none"> 4.3.7: Consider seeking a number of new non-executive independent board members on the boards of the GBs/ CBs & seek changes to MOU and AA if required 	2&4 Wheel & GBs/ CBs	Year 2 on	GBs/ CBs Leading by Example with good transparent governance mechanisms in place

35 <https://www.fia.com/fia-sport-grant-programme>

Priority 4: Governance

Goals	Indicative Actions	Lead	When	Outcomes
4.4 Governing Bodies/ Co-ordinating Bodies should consider how other regions are setting strategic direction, exploring opportunities and addressing challenges facing major motorsport events	<ul style="list-style-type: none"> 4.4.1: 2&4 Committee to explore ideas and thinking from elsewhere through video conferencing and blue sky thinking sessions on challenges, in particular based on guidance from Motorsport UK, FIA and FIM e.g. <ul style="list-style-type: none"> Environmental challenges for the sport – e.g. e-sport³⁶; Building on tourism³⁷ Sustainability - on succession planning Sustainability - on commercial sponsorship Widening participation in the sport Collaboration - on collective purchasing power 	2&4 Wheel	Years 2-5	<p>Increase in innovative thinking and actions around challenges faced</p> <p>Increase in number of younger officials</p> <p>Increase in sponsorship</p> <p>Increase in savings for club members through collective purchasing powers</p>
	<ul style="list-style-type: none"> 4.4.2: Improve Communications <ul style="list-style-type: none"> Creating support materials for improved communication – e.g. Facebook 2&4 to act as an interdisciplinary website featuring a calendar of all Motorsport events - website to act as a common information and sharing portal for motorsport and a learning tool 	2&4 Wheel & GBs/ CBs	Year 1-2	<p>Improved interdisciplinary approach to PR</p> <p>Greater awareness of the value of motorsport and how to engage in it</p>
4.5 The Governing Bodies for Motorsport should work with partners including local and central Government Bodies to ensure a safe, sustainable, inclusive and economically viable future	<ul style="list-style-type: none"> 4.5.1: Press for the establishment of a multi-agency Motorsport Working Group comprising 2&4 Wheel, DfC and SNI, (& others like DoJ & TED) which should meet every 4-6 months to review the delivery of the Strategy and to help signpost to other avenues of support 	2&4 Wheel & DfC, SNI	Year 1-2	Improved cross sectoral working for the sport through a new Motorsport Working Group
	<ul style="list-style-type: none"> 4.5.2: Identify and attract increased financial support from local and central government and other sources for major (& other) events 	2&4 Wheel & GBs/ CBs	Years 3-5	Increased capacity and success among Motorsport GBs/ CBs in accessing funding for the promotion and development of Motorsport
	<ul style="list-style-type: none"> 4.5.3: Growing the sport: 2&4 to assist Governing Bodies to grow membership and improve the sustainability of the sport through the growth of GB development budgets where required with a focus on diversifying their income streams 	2&4 Wheel & GBs/ CBs	Years 3-5	<p>Development budgets developed by each GB</p> <p>Increased capacity and success among Motorsport GBs/ CBs in diversifying their income streams for the promotion and development of Motorsport</p>

³⁶ <http://www.fim-live.com/en/beyond-sport/topic/ride-green/>

³⁷ <http://www.fim-live.com/en/beyond-sport/topic/tourism/> and <http://www.fim-live.com/en/article/the-fim-rally-meets-the-unesco-world-heritage/>

PRIORITY 5

MAXIMISING THE ECONOMIC AND SOCIAL IMPACT OF MOTORSPORT

Aim: To maximise the economic and social impact of motorsport in Northern Ireland.

Background:

A key priority of this strategy is to address the vulnerability to external factors of the major motorsport events in Northern Ireland, by reviewing governance arrangements and introducing a more business and professional approach to their delivery, marketing and promotion which will contribute to economic growth and job creation.

As part of this strategy, we will review the arrangements for the delivery of those events and consider moving towards a partnership model of delivery while bringing a more commercial approach to the delivery of those events particularly with those clubs that sponsor major motorsport events. We are very conscious of the unique grass roots nature of how the clubs and Governing Bodies / Co-ordinating Bodies currently deliver these events and as such any new partnership model needs to maintain that grass roots element and social benefit at its core.

The 2&4 Wheel Motorsport Group and the Governing Bodies/ Coordinating Bodies will also identify and assess other opportunities for maximising the economic impact of motorsport in association with central and local government, the community and voluntary sector and the private sector.



Photography by William Neill



Photography by Graham Joyce

Priority 5: Maximising the Economic and Social Impact of Motorsport

Goals	Indicative Actions	Lead	When	Outcomes
5.1 Governing Bodies / Co-ordinating Bodies to review who is best placed to deliver motorsport events and consider a possible future partnership model of delivery while bringing a more business-like approach to the delivery of those events	<ul style="list-style-type: none"> • 5.1.1: Undertake a feasibility study on the need for a subsidiary trading company to be established in NI to run major events and seek resources for same • Benchmark where and how this has been undertaken elsewhere in motorsport and in other sports with a view to examining how this might work and the benefits thereof • Consider the types of motorsport events in 10 or 15 years' time given FIMs vision for 2030 and the event planning required to organise and host these • Consider how to up-skill the sector to help ensure that the unique grass roots aspect of motorsport is maintained and protected in any new trading company & consider the challenges and opportunities therein & options for moving forward • Engage with clubs on same 	2&4 Wheel & GBs/ CBs	Year 2-3	<p>More joined up approach to the running and managing of events</p> <p>Economic growth and job creation</p> <p>Increase in tourists and tourist spend</p> <p>Joined up approach leading to improved sustainability of the sport</p>
	<ul style="list-style-type: none"> • 5.1.2: As the sport has already achieved International Status Events in all disciplines of 2&4, discuss with key government stakeholders the concept of hosting a World Championship Event in NI and how this could be achieved and engage with relevant clubs on same 	2&4 Wheel Relevant Government Departments	Years 1-3	
5.2 Governing Bodies/ Co-ordinating Bodies to identify opportunities to increase the social impact and maximise the potential of motorsport events	<ul style="list-style-type: none"> • 5.2.1: Establish a way to capture the social impact of Motorsport 	2&4 Wheel	Year 2 -3 on	Greater understanding of the social and health and well-being benefits of motorsport
	<ul style="list-style-type: none"> • 5.2.2: Publish an annual social impact through 2 & 4 Wheel and seek funding for same 	External Support		

Priority 5: Maximising the Economic and Social Impact of Motorsport

Goals	Indicative Actions	Lead	When	Outcomes
5.3 2&4 Wheel Motorsport Group and the Governing Bodies/ Co-ordinating Bodies should identify and assess other opportunities for maximising the economic impact of motorsport in association with relevant central and local government bodies.	<ul style="list-style-type: none"> 5.3.1: Develop a new income generation plan for Motorsport with a focus on the income and expenditure of and at events (both large and small) and activities for clubs 	2&4 Wheel, GBs/ CBs	Years 2 -3	Income generation plan developed for Motorsport in partnership with GBs/ CBs resulting in a more sustainable and viable sport
	<ul style="list-style-type: none"> 5.3.2: Develop a plan of action around increasing income and reducing costs with a focus on areas where there is vulnerability - e.g. weather and how other income streams could address this e.g. purchase of apps alongside e-booklets; prior booking of tickets; sponsorship partners based on new technologies; 	External Support		
	<ul style="list-style-type: none"> 5.3.3: Consider the viability of the number of current events on offer each week by the sector as part of this (currently 6 per week) and consider rationalisation of same 			
	<ul style="list-style-type: none"> 5.3.4: Work with clubs and competition holders to pursue 			
	<ul style="list-style-type: none"> 5.3.5: Establish a Task and Finish Group to identify & assess other opportunities for maximising the economic impact of motorsport and making events and activities more viable. Press for the engagement of key stakeholders (e.g. DfC, Sport NI, Tourism NI and Invest NI as well as local government reps and private sector representatives) to discuss <ul style="list-style-type: none"> • Other income streams that could address risks like weather and reducing numbers of competitors • Develop the local supply chain • Develop R&D opportunities with FE colleges and Universities & others • Export motorsport goods and services • Promote motorsport tourism • Targeted promotion of NI Motorsports • Increased worldwide media coverage • Promote joint services & purchasing • Partnerships - commercialisation • Liaise with other GBs/ CBs for new ideas 	2&4 Wheel	Year 2-5	<p>Identification of other opportunities for maximising the economic impact of motorsport</p> <p>Economic growth and job creation</p> <p>Increase in tourists and tourist spend</p> <p>Joined up approach leading to improved sustainability of the sport</p>

TURNING OUR STRATEGY INTO REALITY - 8.0

In order to turn our plan into reality and help us to achieve our ambitions, we will require additional resources. This will include:

- The appointment of a Development Officer and a part time administrator to plan and deliver this strategy with the 2&4 Motorsport board and the four affiliate Governing Bodies/ Co-ordinating Bodies;
- The appointment of some external support related to the use of technology in safety planning and promotion of the sport;
- A developmental budget for capacity building, audits, feasibility studies and media, marketing and promotional activities identified within the strategy to improve the professionalism of the sport;
- A review of governance of 2&4 Motorsport and our four Governing Bodies to ensure alignment with the new strategy including support to appoint new non-executive independent directors to 2&4 Motorsport Group Ltd and its four affiliated Governing Bodies/ Co-ordinating Bodies, to improve the governance of the sport;
- Training for 2&4 Motorsport to ensure they have the capacity to deliver the key activities outlined within the strategy; and
- The updating of the strategies for the four Governing Bodies in line with the new 2&4 Motorsport Strategy 2020-2025 and the development of short action plans for each.

Launching our Strategy

We will launch our strategy with a focus on:

- Our sporting heroes and how they have and will continue to shine a positive light on Northern Ireland;
- The types of communities and young people with whom we engage in our sport demonstrating our commitment to inclusion, equality, diversity and access for all;
- The grass roots nature of our sport and the wide variety of skilled volunteers engaged therein;
- The need for our sport to engage and partner with local and central government departments and private sector stakeholders to maximise our contribution to the social and economic vitality of the area;
- Our added value and our contribution to Programme For Government outcomes and wider societal health and well-being, social, economic and environmental outcomes; and
- Our commitment to the environment and the sustainability of our sport.





APPENDIX



TERMS OF REFERENCE **APPENDIX I**

The Terms of Reference for the strategy were as follows.

To work with 2&4 Wheels Motorsport Group Ltd. and its constituent Governing Bodies, i.e.,

- The Association of Northern Ireland Car Clubs (ANICC);
- The Motorcycle Union of Ireland – Ulster Centre (MCUI-UC);
- The Motorcycle Racing Association (MRA); and
- The North of Ireland Karting Association (NIKA)

to develop a vision for the future of motorsport in Northern Ireland and a strategy to realise that vision.

The strategy should involve agreed actions by 2&4 Wheel Motorsport and each of the 4 Governing Bodies. It should identify the responsibility for each agreed action and set out clear, timebound, outcome-based and quantified targets for each agreed action.

The strategy should consider

- The strategies developed by the national and international governing bodies and in other jurisdictions in the UK, Ireland and internationally for both 2&4 wheel motorsports
- The findings and recommendations of the June 2019 Report of the Northern Ireland Motorsport Taskforce, which set out recommendations under the headings of safety, development of motorsport, promoting participation and talent and governance
- The differing characteristics of the various forms of motorsport and the differing capacities of their governing bodies in Northern Ireland.

The strategy should also identify gaps in capacity and capabilities within 2 and 4 Wheel and the individual governing bodies (for example in relationship to marketing and financial management, promotion and media relationships) and propose appropriate measures for filling those gaps.



Photography by Maurice Montgomery

SUMMARY 2&4 WHEEL MOTORSPORT ACTION PLAN

APPENDIX 2

Note Year 1 start date highlighted in black & Year 2 start in grey⁸

Indicative Actions- Priority 1: Safety of Motorsport

- I.1.1: Promote a multi-agency strategic planning approach for safety
- I.1.2: Develop a stakeholder map and a stakeholder engagement plan
- I.1.3: Research and investigate how technology could be used to improve safety

- I.2.1: GBs to develop safety plans for tracks and events over the next 2 -5 years
- I.2.2: Update handbooks as required on safety guidelines
- I.2.3: GBs/ CBs to focus on continuous improvement & enforcement of existing safety practices
- I.2.4: Train more Clerks of the Courses for each GB
- I.2.5: Offer on going safety training & develop a continuous improvement & enforcement plan
- I.2.6: Offer on line training courses
- I.2.7: Host track safety days
- I.2.8: Identify physical improvements required to the infrastructure of circuits
- I.2.9: Support clubs to update existing venues and overcome barriers
- I.2.10: Improve methods of messaging competitors, spectators and the general public

- I.3.1: Build on existing DoJ funded projects linked to safe driving practice and identify next steps
- I.3.2: Make applications to relevant central and local government or Trust based funding opportunities
- I.3.3: Identify and seek other sources of funding from private sector
- I.3.4: Discuss with relevant government departments how to reduce red tape & build capacity of the sector

- I.4.1: Undertake a feasibility study to identify additional / alternative circuits / venues/ facilities for motorsport

Indicative Actions – Priority 2: Development of Motorsport

- 2.1.1: Define all elements of the ecosystem of motorsport
- 2.1.2: Undertake a Training Needs Analysis (TNA) and develop action plan on all aspects of running the sport
- 2.1.3: Undertake same process with all 80 clubs
- 2.1.4: Seek funding for and roll out a capacity building programme
- 2.1.5: Set up an inter-sport peer mentor programme for senior and junior members of GBs/ CBs and the Clubs
- 2.1.6: Organise a series of relevant masterclasses in key areas
- 2.1.7: Seek funding for and develop a documentary on Motorsport in NI

- 2.2.1: Identify a high profile local ambassador for each sport
- 2.2.2: Develop a youth engagement plan for Motorsport using new technologies
- 2.2.3: Promote greater engagement in digital motorsport
- 2.2.4: Upgrade all web sites and Facebooks; train personnel; develop interactive content
- 2.2.5: Set up a Collaborative Schools Outreach Programme Working & seek funding for same
- 2.2.6: Establish some entry level low cost entry competitions / taster events/ motorsport experiences

- 2.3.1: Lead on the establishment of a TFG to explore a partnership model for major sporting events
- 2.3.2: Clarify different terms used in motorsport for different types of events under the four disciplines
- 2.3.3 Investigate ways to attract more spectators and increase engagement with fan base

³⁸ Note: Start year only implies when the activity should start as many activities are ongoing

Indicative Actions – Priority 3: Promoting Talent and Participation

- 3.1.1: Seek to establish a Task and Finish Group (TFG) on promoting & nurturing talent & participation
 - 3.1.2: Each GB to map and publish Performance Pathways for Athletes
 - 3.1.3: Pull together information on the GB protocols to identify and develop talented individuals
 - 3.1.4: Develop / update protocols as required to identify and articulate pathways/ progression routes
 - 3.1.5: Place on 2&4 Wheels & GB websites
 - 3.1.6: Governing bodies to map & publish Pathways for other skilled personnel e.g. admin, technical & support
-
- 3.2.1: Visit other Motorsport Academies in other parts of the EU and seek funding for same
 - 3.2.2: Identify gaps in NI and opportunities
 - 3.2.3: Commission a feasibility study on a Motorsport Academy in Northern Ireland and seek funding for same
 - 3.2.4: Explore how a collaborative approach could be taken with other sports in NI to help address gaps
-
- 3.3.1: Seek a named person within Sport NI with whom 2&4 Wheel can liaise
 - 3.3.2: Develop a pilot community engagement programme and seek funding for same
 - 3.3.3: Meet with Volunteer Now and benchmark how other sports have recruited volunteers
 - 3.3.4: Meet Sport NI to discuss how to make its governing body support more bespoke
 - 3.3.5: Meet SNI to discuss the development of a Motorsport Club Development Programme & seek funding
 - 3.3.6 Review the number of funding applications from motorsport clubs & governing bodies & their success
 - 3.3.7 Support clubs to make applications
 - 3.3.8 Encourage reduction in bureaucracy by funders – plain English
 - 3.3.9 Encourage collaborative opportunities across the GBs/ CBs and 2&4W for funding & seek funding

Indicative Actions – Priority 4: Governance

- 4.1.1: Each Governing Body / Co-ordinating Body to host Safety Lessons Learning Workshops
 - 4.1.2: Seek funding for and undertake an audit of all motorsport existing tracks and venues
-
- 4.2.1: 2&4 Wheel Motorsport to develop a 3-5 year strategy by March 2020 and lead in its delivery
 - 4.2.2: Seek new non-executive independent board members. Seek changes to constitution if required
 - 4.2.4: Lead discussions to adopt environmental best practice and develop an environmental policy
 - 4.2.5: 2&4 Wheel Motorsport to meet every month to deliver strategy
 - 4.2.6: Undertake a review of governance of 2& 4 Wheel Motorsport Group and the 4 GBs/ CBs
 - 4.2.7: Investigate the concept of developing a new governance toolkit for Motorsport GBs/ CBs and clubs
 - 4.2.8: 2&4 to employ a Development Officer & Admin Support & seek a development budget
-
- 4.3.1: Each Governing Body should develop a 3-5 year strategy
 - 4.3.2: Each GB to consult members annually via online survey
 - 4.3.3: Consider applying to the FIA Sport Grant Programme through Motorsport UK
 - 4.3.4: Each GB to develop a succession plan
 - 4.3.5: Establish a youth committee for each GB
 - 4.3.6: Develop a “buddy scheme” for younger volunteers to shadow older volunteers and officials
 - 4.3.7: Consider seeking a number of new non-executive independent board members on the boards of the GBs/ CBs and seek changes to MOU & AA if required
-
- 4.4.1: 2&4 Committee to explore ideas and thinking through video conferencing and blue sky thinking sessions
 - 4.4.2: Improve Communications
-
- 4.5.1: Press for the establishment of a multi-agency Motorsport Working Group to review Strategy delivery
 - 4.5.2: Identify and attract increased financial support for major (& other) events
 - 4.5.3: 2&4 to assist GBs to grow membership and improve the sustainability of the sport

Indicative Actions – Priority 5: Maximising the Economic and Social Impact of Motorsport

- 5.1.1: Undertake a feasibility study on the need for a subsidiary trading company
 - 5.1.2: Discuss with key government stakeholders the concept of hosting a World Championship Event in NI
-
- 5.2.1: Establish a way to capture the social impact of Motorsport
 - 5.2.2: Publish an annual social impact through 2 & 4 Wheels and seek funding for same
-
- 5.3.1: Develop a new income generation plan for Motorsport
 - 5.3.2: Develop a plan of action around increasing income and reducing costs
 - 5.3.3: Consider the viability of the number of current events on offer and consider rationalisation of same
 - 5.3.4: Work with clubs and competition holders to pursue
 - 5.3.5: Establish a TFG to identify & assess opportunities for maximising economic impact



Photography by Ian Cairns



STRATEGIC PLAN
2021 - 2026